

**From:** [Birge, Ryan, Celanese](#)  
**To:** [Betsy Ullrich](#)  
**Cc:** [Whitlatch, Herbert, Celanese](#)  
**Subject:** [External\_Sender] RE: Re: a question from our legal counsel for the change of control  
**Date:** Monday, December 19, 2022 8:45:23 AM  
**Attachments:** [Celanese Milan L2 Announcement Manufacturing 6 October 2022 FINAL.pdf](#)  
[Celanese Milan L2 Announcement EM 6 October 2022 FINAL.pdf](#)

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Betsy,

I received the following from our legal counsel: **DuPont Polymer Products, LLC is a wholly-owned subsidiary of Celanese US Holdings LLC.**

Also, I will attach a couple of Organizational Announcements that spell out where we are in the Organization. We are now part of the Engineered Material division within Celanese.

Thanks,  
Ryan

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**From:** Betsy Ullrich <Elizabeth.Ullrich@nrc.gov>  
**Sent:** Friday, December 16, 2022 10:07 AM  
**To:** Birge, Ryan, Celanese <Ryan.Birge@celanese.com>  
**Subject:** [EXT]Re: a question from our legal counsel for the change of control

**CAUTION: External Email**

I appreciate the update. It is always tough to find time in December.

Betsy

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**From:** Birge, Ryan, Celanese <[Ryan.Birge@celanese.com](mailto:Ryan.Birge@celanese.com)>  
**Sent:** Friday, December 16, 2022 10:01 AM  
**To:** Betsy Ullrich <[Elizabeth.Ullrich@nrc.gov](mailto:Elizabeth.Ullrich@nrc.gov)>; Whitlatch, Herbert, Celanese <[Herbert.Whitlatch@celanese.com](mailto:Herbert.Whitlatch@celanese.com)>  
**Subject:** [External\_Sender] RE: a question from our legal counsel for the change of control

Betsy,

I am working on this now and will get you an answer as soon as possible.

Thanks,  
Ryan

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**From:** Betsy Ullrich <[Elizabeth.Ullrich@nrc.gov](mailto:Elizabeth.Ullrich@nrc.gov)>

**Sent:** Thursday, December 15, 2022 9:28 AM

**To:** Birge, Ryan, Celanese <[Ryan.Birge@celanese.com](mailto:Ryan.Birge@celanese.com)>; Whitlatch, Herbert, Celanese <[Herbert.Whitlatch@celanese.com](mailto:Herbert.Whitlatch@celanese.com)>

**Subject:** [EXT]a question from our legal counsel for the change of control

**CAUTION: External Email**

Ryan and Herb,

I sent my draft safety evaluation for review by our legal counsel, and was requested to get confirmation in writing of my understanding that DuPont Polymer Products, LLC is a wholly-owned subsidiary of Celanese. I will need the correct name of Celanese [corporation? Company? Etc] because it needs to be stated in the safety evaluation report. If my understanding was not correct, please let me know what is the correct. An organization chart would be helpful if there are multiple companies/owners involved.

I can accept a response by email, if you are comfortable with email being placed into our public records system, otherwise, I will need a letter.

Thanks,  
Betsy

Team,

As you know, our Executive Leadership Team, Integration Management Office, and a dedicated Manufacturing integration team have been hard at work preparing to successfully complete our acquisition of DuPont's Mobility & Materials businesses and ensure that we continue delivering for our customers on Day One. A key component of our success, both at close and well into the future, is ensuring we have the leadership and organizational structure in place that will best position us for long-term collaboration, growth, and productivity.

To that end, today we are announcing (subject to outstanding regulatory approvals of the proposed acquisition) our Day 1 Manufacturing Leadership Team. As you can imagine with a change of this magnitude, we had to make some difficult decisions for the post-close structure. But at the end of the day, we're confident in this leadership team's ability to uphold our standards of excellence, continue to safely produce quality product every day, and to support the business and deliver for our customers.

### **Our Post-Close Manufacturing Senior Leadership Team**

Below is a high-level summary of our Manufacturing Leadership Team, all of whom will report to me upon close.

#### **Leaders Continuing in Their Current Roles**

- Mike Barnes, Engineered Materials Manufacturing Leader
- Darren Collins, Global Manufacturing Services Leader
- Ralph Ford, Manufacturing M&A / Projects Leader
- Clint George, Engineered Materials Reliability Programs Leader
- Carley Petrie, Engineered Materials Reliability Strategy Leader
- Brenda Stout, Acetyls Manufacturing Leader
- Marcel Van Amerongen, Ibn Sina Joint Venture Leader

**New Leaders and Responsibilities** – With the proposed acquisition of DuPont's M&M businesses, we are planning to realign our Stewardship function and have it report directly to me again, similarly to how we have positioned the Quality & Continuous Improvement Organization. In addition, we have created a new position that will be responsible for co-leading the integration of the M&M businesses. With these changes we are pleased to announce the following members of our post-close Manufacturing Leadership Team:

- Jared Guckenberger, current M&M Continuous Improvement & Transformation Leader, will be the Global Quality and Continuous Improvement Leader
- R T Paullin, current M&M Integrated Operations Leader, will be the M&M Manufacturing Integration Leader and will jointly lead integration with Ralph Ford
- Joseph Sasso, current M&M Global EHS Leader, will be the Global Stewardship Leader

### **What Else Is Changing**

Prior to close, we will announce the full future leadership structure and reporting relationships for all of our Engineered Materials plant and functional leaders.

### **What's Next**

Please join me in welcoming Jared, Joe, and RT to the Manufacturing Leadership Team. We're looking forward to seeing the great work this team of leaders will accomplish together.

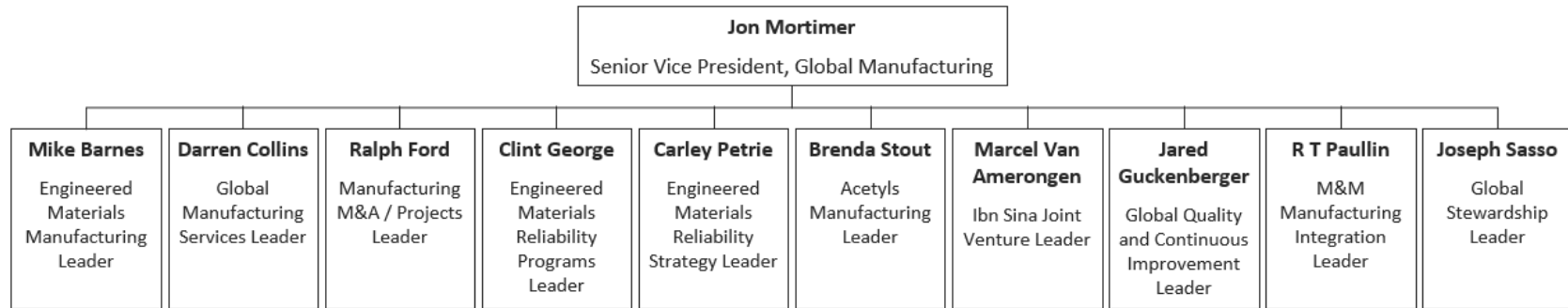
Our new leadership team structure will become effective at close. Between now and then, nothing changes. That said, we know that many of you will have questions as to what this means for the rest of our organizational structure. As our new leadership team comes together after close, one of our first priorities will be to build out the rest of our Manufacturing structure. We'll make those decisions thoughtfully, thoroughly, and collaboratively as we learn more. And as we have all along, we'll take the time that we need to get it right and communicate what we know as soon as we can reliably do so.

Thank you for your commitment to Celanese and to Manufacturing. While we're looking forward to the opportunities ahead, we know that changes like these take time to process. Our leadership team is committed to working closely with all of you through these changes as we position Manufacturing for long-term growth and success.

Thank you,

Jon Mortimer

**Post-Close Manufacturing Senior Leadership Team**



Team,

As you know, our Executive Leadership Team and Integration Management Office have been hard at work preparing to successfully complete our proposed acquisition of DuPont's Mobility & Materials businesses and to ensure that we continue delivering for our customers on Day One. A key component of our success, both at close and well into the future, is ensuring we have the leadership and organizational structure in place that will best position us to drive profitable growth in key end markets such as Electric Vehicles, Electrical and Electronics, Clean Energy, Medical, and Pharma, while concurrently meeting our customers' needs for more sustainable solutions.

To that end, today we are announcing our (subject to outstanding regulatory approvals of the proposed acquisition) Day 1 operating model and senior leadership structure for Engineered Materials (EM). Planning to bring two organizations of our size and caliber together is never easy, and we certainly had to make some difficult decisions. But we're confident in this leadership team's ability to lead us toward our EM mission to create the preeminent engineered materials business which inspires employees and is recognized by customers as the development partner of choice due to our unsurpassed commercial and technical solution competency, our speed and agility in go-to-market capabilities and our global, reliable, integrated supply network.

#### **Our Post-Close Engineered Materials Leadership Team**

Below you will find a high-level summary of the EM leadership team, all of whom will report to me upon close.

- **End Market Commercial Leaders** – These leaders will be responsible for driving growth in our end-markets, owning customer relationships, identifying unmet customer needs through our marketing, and developing customer targets aligned to market segments.
  - Harald Bruggeman, current EM EMEA Commercial Leader, will be the Global Commercial Leader for our Industrial, Medical, and Consumer (IMC) Segment. Harald will also assume responsibility for EM's Bioplastics businesses.
  - Stefan Kutta, current EM P&L Leader for POM, High Heat and Compounding, will be the Global Commercial Leader for our Auto Segment.
  - Shelli Lee, current EM Americas Commercial Leader, will be the Global Commercial Leader for our Channel business.
  - Kevin Liao, current EM Asia Commercial Leader, will be the Global Commercial Leader for our Electronics & Electrical (E&E) and Clean Energy Segments.
  - Jeroen Bloemhard, current M&M Global Commercial Leader, will be the Global Commercial Integration Leader, supporting me and the Global Commercial leaders in driving commercial integration.
- **Business Line Leaders** – Our business line leaders will work with Commercial, T&I and S&OP to (1) develop and implement revenue-driving, profitable growth strategies for each product line and (2) establish a winning portfolio of growth-enabling products and key capabilities/investments. They will also work closely with Procurement, Manufacturing, and FP&A to identify and drive cost-

reducing productivity projects in their product lines and with Commercial to ensure our pricing strategies maximize profitability.

- Shane Campbell, current leader of M&M Performance Resins, will lead our post-close Elastomers businesses, which includes Hytrel®, Vamac® and Santoprene, and will continue to be responsible for the MCM business and the DTF Joint Venture.
- Don Driggers, current leader of M&M Engineering Polymers, will lead all Nylons and Polyesters for the combined post-close portfolio.
- Sabine Spillner, current leader of our EM GUR and EM Food Ingredients businesses, will lead our POM, GUR, LCP, PPS, LFT, and PP businesses.
- Mark Murray, Celanese Business Strategy Development Leader, will assume P&L responsibility for our Food Ingredients business and our Vitaldose EVA business, and will continue to report to Scott Richardson.
- **Enabling Commercial Function Leaders** – Our commercial enabling functions include teams responsible for ensuring we meet our customers’ needs and our company’s vision.
  - Steffi Götzl, current M&M Global Sustainability Leader, will assume the same responsibility for the combined post-close EM business.
  - Thomas Liebig, current EM Business Strategy Development Leader, will lead Sales Enablement, a new function in EM focused on supporting our commercial teams in their efforts to maximize time in front of the customers to drive their growth strategies, and will include responsibilities such as Sales Training, Sales Incentive Plan design/maintenance, and Marketing Communications.
  - Prashant Upadhyay, current EM S&OP leader, will assume the same role for the combined post-close EM business.
  - Pedro van Hoecke, current EM Technology & Innovation leader, will assume the same role for the combined post-close EM business.

### **What Else Is Changing**

As part of these changes, the following leaders who formerly reported to Randy Stone or me will have new reporting relationships, change roles, or pursue opportunities outside the organization:

- Bill Cunningham, current M&M Business Strategy Leader, will report to Scott Richardson and be responsible for integrating the M&M businesses into Celanese, alongside Chandra Subramanian. Bill and his team will also support development of growth strategies for the EM business.
- Steven Gendreau, current EM Bioplastics business leader, will report to Harald Bruggeman.
- Kara Grasso, current M&M Global Strategy Lead – Advanced Mobility, will report to Stefan Kutta.
- Ivo Oerlemans, current P&L Leader for Santoprene, will report to Shane Campbell.
- Surabhi Varshney, current EM Marketing Communications and Spec Apps Strategic Marketing Leader, will report to Thomas Liebig.

- Kevin Norfleet, current EM Sustainability Leader, will move to the Acetyls sustainability team and report to Sandeep Ladha.
- Laura Brand, current EM Medical & Pharma business Leader, will be leaving the organization at closing, and Scott Collick, current M&M Technology Leader, will remain with DuPont. We are deeply grateful for their contributions to both Celanese and DuPont and wish them well in their next chapters.

### **What's Next**

We're looking forward to seeing the great work this team of leaders will accomplish together post-close. Please join me in congratulating our colleagues who, upon closing, will be accepting new or elevated responsibilities and in thanking those who are leaving us upon close.

Our new leadership team structure will become effective at close, and at that time, all leaders at Celanese or M&M that are currently reporting into Randy's or my leadership team will be assigned to a member of the EM senior leadership team. Between now and then, nothing changes. That said, we know that many of you will have questions as to what this means for the rest of our organizational structure. As our new leadership team comes together after close, one of our first priorities will be to build out the rest of our EM structure. We'll make those decisions thoughtfully, thoroughly, and collaboratively, we'll take the time that we need to get it right, and we'll communicate what we know as soon as we can reliably do so.

Thank you for your commitment to Celanese and to EM. While we're looking forward to the opportunities ahead, we know that changes like these take time to process. Our leadership team is committed to working closely with all of you through these changes as we position EM for long-term growth and success.

Thank you,

Tom Kelly



**Post-Close Engineered Materials Senior Leadership Team**

